

Terms of Reference

Evaluating the effectiveness of change strategies of ICMC Europe/Share Network as part of the global programme on community-based sponsorship of Porticus.

Organisation overview – who is commissioning the evaluation?

[Porticus](#) is an international organisation that manages and develops the philanthropic programmes of charitable entities established by Brenninkmeijer family entrepreneurs. Our work builds on the heritage of charitable engagement of Clemens and August Brenninkmeijer, the two brothers who founded the clothing retailer C&A in 1841.

Porticus collaborates with partners around the globe to foster human dignity, social justice and sustainability. Operating in twelve offices on five continents, Porticus aims to contribute to systemic social change by combining global expertise with grassroots networks all over the world. Porticus takes an organisation-wide approach to investing in programmes and grants that support complementary pathways for refugee resettlement.

For this evaluation Porticus will collaborate closely with the evaluand International Catholic Migration Commission Europe (ICMC Europe), selecting the evaluator together.

Background – Who are the evaluands?

These Terms of Reference serves to identify a team of evaluators to evaluate the work of the International Catholic Migration Commission Europe (ICMC Europe) who leads the [Share Network](#).

Context analysis

The number of resettlement places made available by third countries has remained far below the level needed. UNHCR determined that 1.44 million refugees were in need of resettlement in 2020, but only 22,800 refugees were able to depart to a third country following UNHCR referrals. These are the lowest refugee resettlement numbers the agency has witnessed in almost two decades. The drop stems from low resettlement quotas put forward by states as well as the impact of the COVID-19 pandemic, which delayed departures and programmes. The global scarcity in resettlement places has, however, been paralleled by innovation. The role of private actors and municipalities is becoming even more important. In this context, community sponsorship offers a key contribution and innovative solution. Communities in over 15 countries are now empowered to become welcomers, leading the integration of resettled refugees through social, financial, and emotional support.

The role of the evaluand -

International Catholic Migration Commission (ICMC) provides protection and humanitarian assistance to vulnerable people on the move; facilitates refugee resettlement around the world; and advocates for policies and practices that respect human dignity, human rights and the well-being of all uprooted people. Their regional and advocacy office for the European Union, **ICMC Europe** leads the **Share Network** which provides a multi-stakeholder platform for mutual exchange and learning for local and regional actors working on migrant and refugee inclusion and safe pathways for refugees across Europe. The Share Network connects local initiatives, shares best practices, supports with capacity building and helps to raise the voice of communities to inspire action and policy change. In addition,

they engage with a wide range of stakeholders at the European, national and local level, including refugee and migrants and their associations, to coordinate best practice exchange, conduct research and amplify the voices of local actors and communities.

The main aspects of ICMC Europe's project are summarised as:

1. **Community and network building:** Encourage, support, diversify and connect sponsorship champions and stakeholders at all levels (local, regional, national, EU) to form synergies and collaboration, including the engagement of refugees themselves.
2. **Capacity building and peer support:** Build expertise of grassroots actors in welcoming refugees through community sponsorship and expand and/or improve their programmes; peer-to-peer knowledge exchange with practitioners, academics and policy makers
3. **Advocacy:** Monitor community sponsorship developments and take stock of advocacy opportunities; engagement and outreach activities to advocate for community sponsorship which includes the production of communications materials, facilitation of roundtables and delivery of presentations at all levels
4. **Advisory:** Provide focused and expert support to actors in priority countries, including civil society organisations, volunteers, local/regional authorities and governments aiming to pilot new and scale existing community sponsorship programmes and experiment with mobilisation strategies
5. **Research and mapping of practices:** Produce and utilise new evidence-based policy resources and tools to engage, improve and support the growth of community sponsorship

Evaluation purpose – Why is this evaluation commissioned?

The purpose of the evaluation is primarily to understand the **effectiveness** of ICMC Europe's 'change strategies' in supporting their stakeholders through the main aspects of their work – community and network building, capacity building and peer support, advocacy, advisory and research. In order to understand the effectiveness of the intervention within the particular context, it will be important to look into the **relevance and coherence** of these interventions and the **efficiency** of their execution. Taking into account the considerable changes that occurred to the ecosystem over the past few years, it would furthermore be essential to assess the **adaptability** to the change in circumstances.

The evaluation therefore serves to promote learning about ICMC Europe's approaches and strategies as well as factors enabling their support function within the ecosystem and community of actors. The lessons and recommendations of the evaluation will be disseminated among project partners with the intention to promote accountability within the ecosystem on the ways of working by all three parties and as a contribution of learning towards the wider area of work on complementary pathways for refugees. It will be used by ICMC Europe to provide better support to their stakeholders and strengthen their change strategies. And on a practical level the evaluations will help scope the follow up grant for ICMC Europe. As such, the evaluation will need to be designed in a way that it mutually benefits ICMC Europe and Porticus.

The target audience of the evaluation includes:

- Primary audience
- ICMC Europe

- Porticus, mainly the People on the Move programme team and Porticus trustees

>> Secondary audience

1. ICMC Europe's stakeholders

Evaluation scope and objectives – What do we want the evaluation to do?

The evaluation will cover the contribution of ICMC Europe whose project focuses on a European and regional reach respectively.

The objectives of this evaluation are to:

- Assess the relevance, coherence, efficiency and effectiveness of the 'changes strategies' deployed by ICMC Europe related to supporting stakeholders implementing community sponsorship through community and network building, capacity building and peer support, advocacy, advisory and research efforts at the local, national, regional and global level
- Document and disseminate key lessons, key factors of success, good practices, as well as areas for improvement and opportunities in providing support to stakeholders
- Identify implications for the future and provide strategic recommendations on ways of working for ICMC Europe / Share Network as well as Porticus to better support partners in the ecosystem

Evaluation criteria and questions – What do we want the evaluation to assess?

Porticus and its partners have developed a set of preliminary Key Evaluation Questions. In their proposal, the prospective evaluators are invited to critically review and make initial suggestions for sharpening these questions. In any case, these questions will be reviewed, discussed and refined during the inception phase, in close collaboration with Porticus and partners:

- To what extent have the functions of ICMC Europe/Share network **supported the growth** of community sponsorship locally, nationally and regionally? Growth being diversifying the group of stakeholders (moving beyond faith-based stakeholders).
- To what extent have ICMC Europe/Share network **improved the capacity** of its regional, national and local stakeholders in developing and improving community sponsorship programmes?
- To what extent have ICMC Europe's/Share network **advocacy efforts** influenced the awareness, will and action of multi stakeholder actors in engaging, implementing, improving community sponsorship?
- To what extent have the connections made between local, national and regional stakeholders added value to **improve** of community sponsorship programmes and further cross-collaboration efforts?
- To what extent have the stakeholders, including Porticus, grantees **utilised research, practices and tools** in supporting the growth of community sponsorship?
- To what extent has the refugee participation programme helped ICMC Europe to realize its objective of **enabling the participation of refugees and raise awareness about sponsorship**, bringing their lived experience and concerns to the local, national and EU level.

We have identified evaluation questions for each of the evaluation criteria to guide the evaluation. The following questions should be further developed with ICMC Europe and Porticus.

Relevance and coherence	<ul style="list-style-type: none"> >> To what extent was the support provided aligned to the needs and interest of its partners? >> How responsive has ICMC Europe /Share Network been to the sensitivities and changes in the context in which they operate?
Adaptability	<ul style="list-style-type: none"> >> How adaptable was ICMC Europe in responding to key changes, conflict, changing policies or unexpected challenges? >> How agile was the organisation in changing strategies or directions in light of unexpected changes? >> How could the organisation best adapt future leadership changes/transition.
Effectiveness	<ul style="list-style-type: none"> >> To what extent has ICMC Europe made connections, coordinated and established cooperation among their diverse stakeholders and multi-level governance in working towards the growth of community sponsorship? >> To what extent have the knowledge sharing platforms and avenues created by ICMC Europe supported the sharing of resources (e.g. capacity, experience, skills, connections) amongst stakeholders? >> How has capacity building, best practice exchange and peer support initiatives been instrumental in supporting the growth of community sponsorship? >> Which strategies and approaches were most effective in building a network, peer support system and achieving advocacy outcomes? >> What factors contributed to the achievement or barriers in building a network, peer support system and achieving advocacy outcomes? >> How has ICMC Europe added value during the development, piloting and scaling process of community sponsorship programmes? >> How are learnings captured, reflected, and acted upon by ICMC Europe? >> How are communication materials, tools and research findings used by ICMC Europe as well as its stakeholders and Porticus?
Efficiency	<ul style="list-style-type: none"> >> How are plans and strategies developed, and points of action prioritised? >> How does actual implementation compare to desired implementation, amongst others in terms of timeliness? >> How are resources utilised and allocated? To what extent do these allocations (including Porticus' financial contribution) adequately resource the needs and accomplishment of desired outcomes? Particular attention should be paid to potential limited resources in the near future and how resources will be best spent in different funding situations. >> How are decisions made? To what extent are stakeholders involved and represented in the decisions made? To what extent are decisions that were made through a consensus reached in a timely manner?

Evaluation methodology – What are potential methodological approaches to address the questions?

In view of the aforementioned evaluation purpose, the prospective evaluator is expected to suggest an overall approach to the evaluation, the evaluation methodology, the methods of data collection as well as the number of data collection rounds.

To ensure its value to Porticus' partners, we want the evaluation to be **utilization-focused**, encompassing culturally responsive and ecosystem principles.

We expect the proposals to include concrete suggestions for the evaluation methodology and are curious to hear whether **process tracing** could be appropriate to help understand the causal relation between the interventions implemented by the evaluands and the effect of these interventions on their stakeholders.

Due to the importance of advocacy and networking activities as 'change strategies', we expect the proposals to include suggestions for **theoretical frameworks** that could serve as reference framework for this evaluation.

The methodology should demonstrate impartiality and lack of bias by relying on a cross-section of information sources (from various stakeholder groups) and using a mixed methods approach to ensure triangulation of information through a variety of means. The prospective evaluators may consider using data collection methods such as document review, focus group discussions, stakeholder interviews and surveys.

Potential information sources – What information is available at the start of the evaluation?

This is an overview of available information sources that is likely to be available for the evaluation.

ICMC Europe	The Secretariat of the Share Network coordinates and drives the network activities and advocacy work. Their Secretariat includes the Director of ICMC Europe, Finance Manager, Senior Policy & Project Managers and other relevant team members.
Porticus	This includes the Programme Managers, Grant Managers, Senior Analyst from Effective Philanthropy Group, People on the Move Portfolio Manager and Society Sector Director.
the Share Network members	Information could be gathered from members of the Share Network who are: <ol style="list-style-type: none">1. Intermediary support organisations for community sponsorship2. Share Quality Sponsorship Network Partners (7 organisations)3. Local authorities, national and regional governments related to the programme - Region and Cities and Sponsors.4. Civil society organisations5. Universities6. Faith-based organisations7. Global and regional coalitions/networks8. European Union Institutions (DG Home, EUAA, CoR)9. UN agencies and international organisations

	10. Think tanks
	11. Funders
Documentation	A number of documents generated during programme development and implementation can be included for review including: <ol style="list-style-type: none"> 1. Reports 2. Mapping and research reports 3. Grant proposals including Logic Model 4. Grant progress reports 5. Sub project descriptions 6. Evaluation reports on community sponsorship 7. Policy briefs 8. Share Network Website

Expected deliverables – What products are we expecting from this evaluation?

The evaluator will be responsible for completing the following deliverables:

1. Evaluation plan/Inception report, which will include a detailed evaluation proposal based on sound methodology aimed at addressing all evaluation questions, together with proposed data collection instruments, evaluation matrix and an adequate and relevant work-plan for the implementation of the evaluation
1. Draft a final evaluation report, including an executive summary and evidence-based conclusions and recommendations directly derived from the evaluation findings and addressing all relevant questions and issues of the evaluation. The report will include 1 case study captured as evidence to highlight key findings. Supporting documentation detailing, at least, the methodology, the evaluation activities performed, and the relevant information sources used in the evaluation will be included as annexes.
2. Visualisation of key findings and recommendations and case studies through a 10-point learning summary. The prospective evaluators can suggest alternative ways of visualising them.
3. Based on outcomes of the evaluation, advise on future grant design for ICMC Europe/ Share Network.
4. Presentations to ICMC Europe and Porticus both jointly and individually. The first round of presentations will be made on preliminary findings and the second round to disseminate report findings once the report is finalised.

Roles and responsibilities – Who is involved in this evaluation?

The following further outlines the stakeholder groups and their involvement in the evaluation process:

STAKEHOLDER	ROLES AND INVOLVEMENT IN THE EVALUATION
ICMC Europe	Together with the Porticus team, ICMC Europe will be involved throughout the evaluation process including the selection of evaluators, inception phase, review and finalisation of the proposed evaluation scope and design, sense-making of preliminary findings and recommendations suggested. They will be responsible to support the data collection required for the evaluation.
Porticus	The main persons involved from Porticus includes:

STAKEHOLDER	ROLES AND INVOLVEMENT IN THE EVALUATION
	<ol style="list-style-type: none"> 1. The Programme Manager who will commission and manage the evaluation. 2. Senior Analyst, a member of the Effective Philanthropy Group that supports the strategic development of programmes, learning and evaluation. <p>The evaluator will report to Laura Bosch, including any management/delivery issues or issues of concern. Porticus team will participate throughout the inception phase including the selection of evaluators, inception phase, review and finalisation of the proposed evaluation scope and design, review of deliverables, sense-making of preliminary findings, and recommendations suggested.</p>
ICMC Europe and Porticus partners/members	The partners of the Share Network and Porticus programme grantees will participate in the data collection activities. They will be invited to join the presentation of key findings and recommendations.

Evaluation team – What competencies and experience are we looking for?

We anticipate that this assignment cannot be undertaken by a single individual, and that a team of at least two members is required. The evaluation team is expected to have the following complementary skills and competencies:

1. Proven track record in delivering high quality and complex evaluation in the field of refugee and forced migration
2. Expertise and knowledge of evaluating multi-governance advocacy and functioning of networks
3. Knowledge on community sponsorship and complementary pathways and policies revolving around it especially in targeted countries, and is abreast with key concepts and global developments in the field of refugee and forced migration
4. Strong analytical and communication skills with the ability to communicate and summarise analysis in writing and present orally
5. Be enthusiastic about learning from what does not work as well as what does (demonstration of ability to learn from past failure in subsequent work would be an asset)
6. Be sensitive to and respectful of social and cultural differences, and comfortable with working and communicating across differences

Ethical Considerations – How do you ensure adherence to ethical standards?

It is of utmost importance that the evaluator complies with internationally accepted norms and standards for evaluation, as well as ethical considerations. All those engaged in designing, conducting, and managing learning and evaluation activities will aspire to conduct high quality and ethical work guided by professional standards and ethical and moral principles. The evaluators must clearly identify any potential ethical issues and bottlenecks that may impede or undermine the minimum ethical requirements. The process for ethical review and oversight of the whole process shall also be elaborated.

Timeline, procedures and budget – What does the bidding process look like?

The duration of the evaluation is 6 months, starting from January 2023 and ending in June 2023. We would expect the total evaluation budget to cover the duration of the whole evaluation and include the deliverables requested and proposed. The budget falls within the range of EUR 25,000-35,000. Please note that this range is an indication only; we would expect the budget to vary according to the methodology and deliverables proposed.

It is expected that proposals cover the following components below and should not be longer than 15 pages excluding annexes with team members' CV.

1. Draft methodological evaluation framework (e.g., related to networks and policy advocacy) with first indication of proposed data collection methods
2. Team description with roles and responsibilities in this assignment, and CVs for each team member indicating the relevant experience to this evaluation
3. Example of previous evaluation/research conducted that is relevant to the scope of this work
4. Budget breakdown specifying tasks lines for each of the team members, estimates with number of days per team member, their individual day rates and travel costs (if applicable)
5. Attach a copy of the organisation's registration certificate (if applicable)

The deadline for proposal submission is **Monday December 5th, 2022 (COB)**. Proposals and any clarification questions can be submitted to Laura Bosch at l.bosch@porticus.com.

Following submission, a short list of candidates will be invited for an online interview **mid December 2022**. An immediate start is expected upon the completion of contracting in **mid-January**